

**ACADEMIC &  
BUSINESS WRITING  
IN GRADUATE BUSINESS  
PROGRAMS  
METHODS, MODES, AND MODELS**

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# Agenda

- Business Writing
- Academic Writing in Business
- Writing and Research Ethics
- Avoiding Plagiarism
- Writing and Web 2.0
- Collaborative Writing

# Basics of Business Writing

- Answers the Question
- Simple & Straightforward
- Supported with Evidence
- Ethically Prepared
- Source Material Cited and Documented
- Proofread for Spelling, Grammatical and Mechanical Errors
- Visually Appealing

# Basics of Academic Writing in Business & Management

- Answers the Question
- Demonstrates Intellectual Rigor
- Supported with Evidence
- Ethically Prepared
- Consistent in Style & Tone
- Source Material Cited and Documented in APA
- Proofread for Spelling, Grammatical and Mechanical Errors
- Visually Appealing

# Intellectual Requirements

Argument	Report
Clearly stated argument which will lead the reader into the evidence	Clearly stated purpose which will lead the reader through the report
Evidence of research	Evidence of research
Variety of sources used, both in support and opposition	Variety of sources used to show support and alternatives
Can be inductive or deductive in reasoning	Can be inductive or deductive in reasoning
Visuals contextual and easy to understand	Visuals contextual and easy to understand
Proofread carefully	Proofread carefully
Sources cited and documented in APA Style	Sources cited and documented in APA Style

# Intellectual Requirements

- Supporting evidence
- Acknowledgement of counterevidence
- Quantitative measures
- Qualitative measures
- Mixed methods measures
- Thoughtful and contextual use of image, tables, charts, graphs
- APA citation and documentation

# Documentation Styles

- APA (American Psychological Association) – the standard in business literature
- ASCE (American Society of Civil Engineers)
- CSE (Council of Science Editors)

# General Formats

## In-Text Citations

- A study by Hallows and Beach (2002) concluded that....

## Parenthetical Citations

- While most surveyed think Web 2.0 technologies offer “opportunities” for businesses, most also considered some risks (“Social Networking and Associations,” 2008).

## References

- Author. (Publication date). Title. Publisher. Publication Information.

# APA Style

- ◎ General Guidelines
  - Double-spaced text
  - 1” margins on all four sides
  - Header and page number flush top right on every page
  - Four major sections: Title page, abstract, main body, references
- ◎ Use past tense or present perfect tense when reporting on research already conducted.
  - “Drucker (2002) **claimed** in *Managing the Next Society...*”
  - “Drucker (2002) **has claimed...**”

# APA Style – In-text Citations

## ◎ In-text Citations

- Author-date method (Drucker, 2002)
- Reference to page(s) of source material (p. 198) or (pp. 198-203)

## ◎ Two authors:

- Research by Smith and Johnson (2008) reports...
- (Smith & Johnson, 2008)

## ◎ Three to five authors

- At first reference, list all authors' last names: (Smith, Johnson, Kennedy, Jones & Thomas, 2008)
- In subsequent references, use a truncated citation: (Smith et al., 2008)

## ◎ Six or more authors

- Only use first author's last name: (Smith et al., 2008)

# APA Style – In-text Citations

- ◎ Unknown author
  - Use title or first words of long title: (“Using APA,” 2001)
- ◎ Organization as author
  - Use the organization’s name in a signal phrase: “According to the American Psychological Association (2003),...”
- ◎ Referencing two works in the same place
  - Separate with semi-colon: (Smith, 2008; Drucker, 2003)
- ◎ Two works by authors with same last names
  - Use first initials: (P. Drucker, 2003; J. Drucker, 1999)

# APA Style – In-text Citations

- ◎ Two works by same author in the same year
  - Use lower case letters with the year to indicate the correct item in the reference list: (Drucker, 2003a) or (Drucker, 2003b)
- ◎ Personal communication
  - Cite communicator's name and that it was personal communication, but do not include in the reference list: (Smith, personal communication, August 13, 2009)
- ◎ Indirect sources
  - If using a source cited in another source, refer to the source in a signal phrase, then cite the original source: "Smith argued that...(as cited in Johnson, 2008)."

# APA Style – In-text Citations

- ⦿ Electronic sources
  - Cite electronic documents (e.g., web sources) as any other document: (Smith, 2008)
- ⦿ Electronic sources with unknown dates
  - Use “n.d.” (for “no date): “According to the Johnson & Johnson web site (n.d.), consumer confidence...”
- ⦿ Electronic sources without page numbers
  - Use paragraph number or section heading with paragraph number: “According to Smith (2008), the real estate boom ended in disaster (Causes section, para. 4).”

# APA Style – Reference Lists

- ⦿ Alphabetize by last name of first author of each work
- ⦿ Invert authors' names and use initials
  - Smith, G. (2008).
  - Smith, G., Kennedy, J., & Roberts, J. (2008).
  - For more than six authors, list the first six, then use “et al.”
- ⦿ Double-space
- ⦿ Use hanging indents (2<sup>nd</sup> and subsequent lines indented one-half inch)

# APA Style – Reference Lists

- Capitalize the first word of the title or subtitle, any word after a colon or dash in the title, and any proper noun in a work that is NOT a journal
- Capitalize all major words in journal titles
- Italicize titles of longer works (books, journals)

# APA Style – Reference List Example

- Kuhn, T. S. (1962). *The Structure of Scientific Revolution*, 3<sup>rd</sup> Ed. Chicago: University of Chicago Press.
- Powell, K. M. & Takayoshi, P. (2003). Accepting roles created for us: The ethics of reciprocity. *College Composition and Communication* 54:3, 394-422.
- Whitney, J. O. (2001). B9701-66 Syllabus: In Search of the Perfect Prince.

# Documentation Styles – The Final Word

- ⦿ Purchase a publication manual for the style used.
- ⦿ Bookmark documentation styles at <http://classweb.gmu.edu/dbeach/composition/documentation.html>
- ⦿ Include references in the same file as the document!

# Style & Tone

- Objective
- Informed
- Observant
- Perceptive
- Organized
- Accurate
- Consistent

# Nitty-Gritty Details

*“...‘to slowly gird, to bravely fight, to stoutly dare...’  
Listen, Lucy. Three split infinitives!”*

*-- E.M. Forster, A Room with a View*

- ◎ Spelling
- ◎ Grammar
- ◎ Mechanics
- ◎ Punctuation
- ◎ Format

# More Nitty-Gritty Details

## Things to remember

- Be consistent with every aspect of writing
- Write in 3<sup>rd</sup> person
- Use gender-neutral language
- Give preference to active verbs, but...
- Know when to use passive verbs
- Consider positioning with visuals

# Writing & Research Ethics

- Gathering & processing data
- Reporting data
- Research with human subjects
- Intellectual integrity

# Gathering & Processing Data

- ⦿ Collect data with appropriate controls
- ⦿ Consider controls others have pointed out
- ⦿ Use appropriate sample sizes
- ⦿ Observe everything
- ⦿ See events but ignore nonexistent events
- ⦿ Preserve data for a suitable length of time

# Reporting Data

- ① Ensure the integrity of data
- ① Use appropriate statistical tests
- ① Acknowledge negative results
- ① Question and examine results for accuracy even after using statistical applications

# Research with Human Subjects

- ⦿ “A *human subject* is defined as a living individual about whom an investigator conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private information.”
- ⦿ “*Research* means a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge.”

“Human Subjects Research Definition.” (2009.) George Mason University’s Office of Research Subjects Protection

# Research with Human Subjects

- ⦿ Intent: Pedagogical or Research?
- ⦿ Ensure humans' rights and welfare are protected during research
- ⦿ CITI Training Program

“All *research* [italics added] with human subjects must be submitted to the Office of Research Subject Protections and approved prior to initiation of the research.”

– Mason's Office of Research Subjects Protection  
(<http://research.gmu.edu/ORSP/HumanSubjects.html>)

# Intellectual Integrity

- ⦿ Ensure the work is your own
- ⦿ Credit other people's words or data
- ⦿ Report contradictory observations you made
- ⦿ Report others' related or contradictory work
- ⦿ Maintain the hypothesis for the paper.
- ⦿ Know the differences between
  - “far out possibility” and “established fact”
  - “cause and effect” and “correlation”

Mann, M. D. (n.d.). “The Ethics of Collecting and Processing Data and Publishing Results of Scientific Research.”

**AVOIDING  
PLAGIARISM!**

# Mason's Honor Code

“Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.”

“The Honor Code.” (2009).

George Mason University's Office for Academic Integrity

Retrieved from <http://academicintegrity.gmu.edu/honorcode/>

# Plagiarism Defined

“Plagiarism means using the exact words, opinions or factual information from another source without giving that source credit. Writers give credit through the use of accepted documentation styles such as parenthetical citations, footnotes or end notes; a simple listing of books, articles and web sites is not sufficient. *Plagiarism is the equivalent of intellectual robbery and cannot be tolerated in an academic setting.*”

“Plagiarism.” (2009).

English Department, George Mason University

Retrieved from <http://composition.gmu.edu/faculty/policies/plagiarism.php>

# The Basics

- Cite source of *any* information not formulated by yourself
- Use quotation marks around directly quoted material
- Provide full bibliographical information in a reference list at the end of the paper

# However...

While the “basics” will keep you from a charge of plagiarism, the paper will be poorly written, lack style, and showcase your skills at copying and pasting.

# Using Source Material Ethically

- ⦿ Definition of Intellectual Property
- ⦿ Fair Use
- ⦿ Using Source Material
  - Direct Quotation
  - Paraphrase
  - Summarization

# What is Intellectual Property?

According to the U.S. Patent and Trademark Office, intellectual property is *“imagination made real. It is the ownership of dream, an idea, an improvement, an emotion that we can touch, see, hear, and feel. It is an asset just like your home, your car, or your bank account.”*

“What is Intellectual Property?” (2009).  
United States Patent and Trademark Office.

Retrieved at <http://www.uspto.gov/web/offices/ac/ahrpa/opa/museum/1intell.htm>

# Fair Use

The fair use of a copyrighted work, including such use by reproduction in copies or phonorecords or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use the factors to be considered shall include —

- 1) the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
- 2) the nature of the copyrighted work;
- 3) the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
- 4) the effect of the use upon the potential market for or value of the copyrighted work.

The fact that a work is unpublished shall not itself bar a finding of fair use if such finding is made upon consideration of all the above factors.

U.S. Copyright Office. Copyright Law: Chapter 1 § 107. Retrieved at <http://www.copyright.gov/title17/92chap1.html#107>

# Using Source Material

**“Quotations** must be identical to the original, using a narrow segment of the source. They must match the source document word for word and must be attributed to the original author.”

Purdue University Online Writing Lab (OWL). (2009, Apr. 29).  
*Quoting, Paraphrasing, and Summarizing.*  
Retrieved from <http://owl.english.purdue.edu/owl/resource/563/01/>

# Using Source Material

**“Paraphrasing** involves putting a passage from source material into your own words. A paraphrase must also be attributed to the original source. Paraphrased material is usually shorter than the original passage, taking a somewhat broader segment of the source and condensing it slightly.”

Purdue University Online Writing Lab (OWL). (2009, Apr. 29).

*Quoting, Paraphrasing, and Summarizing.*

Retrieved from <http://owl.english.purdue.edu/owl/resource/563/01/>

# Using Source Material

“**Summarizing** involves putting the main idea(s) into your own words, including only the main point(s). Once again, it is necessary to attribute summarized ideas to the original source. Summaries are significantly shorter than the original and take a broad overview of the source material.”

Purdue University Online Writing Lab (OWL). (2009, Apr. 29).

*Quoting, Paraphrasing, and Summarizing.*

Retrieved from <http://owl.english.purdue.edu/owl/resource/563/01/>

# Using Direct Quotations

- Typically, use key words, not long passages
- Direct quotations four lines or longer are set off in a block quotation with no quotation marks
- Cite page number or, if no page number, section and paragraph

# Paraphrasing & Summarizing

## The original passage:

- Students frequently overuse direct quotation in taking notes, and as a result they overuse quotations in the final [research] paper. Probably only about 10% of your final manuscript should appear as directly quoted matter. Therefore, you should strive to limit the amount of exact transcribing of source materials while taking notes.

Lester, J. D. (1976). *Writing Research Papers*. 2nd ed. 46-47.

## A legitimate paraphrase:

- In research papers students often quote excessively, failing to keep quoted material down to a desirable level. Since the problem usually originates during note taking, it is essential to minimize the material recorded verbatim (Lester 46-47).

## An acceptable summary:

- Students should take just a few notes in direct quotation from sources to help minimize the amount of quoted material in a research paper (Lester 46-47).

## A plagiarized version:

- Students often use too many direct quotations when they take notes, resulting in too many of them in the final research paper. In fact, probably only about 10% of the final copy should consist of directly quoted material. So it is important to limit the amount of source material copied while taking notes.

# WRITING WITH WEB 2.0

# Web 2.0 Technologies

- ◉ Networking, e.g., Facebook, MySpace
- ◉ Audio, e.g., ProjectPlayList, TalkShoe
- ◉ News Story, e.g., Digg, Propeller
- ◉ Blogs, e.g., Blogger, Bloglines
- ◉ Bookmarking, e.g., Stumble Upon, Technorati
- ◉ Niche Specific Forums

# Web 2.0 Technologies

- ◉ Site Creation, e.g., Squidoo, HubPages
- ◉ Micro Blogs, e.g., Twitter, Pownce
- ◉ Articles, e.g., EZineArticles
- ◉ Answers, e.g., Yahoo Answers
- ◉ Video, e.g., YouTube, Revver
- ◉ RSS Feeds
- ◉ Ping Services

# Writing with Web 2.0

- Social media marketing
- Community networks
- Wikis for collaborative writing
- Social networks and human resources
- Partner management
- Knowledge management
- Collective intelligence
- Software as service
- The social semantic desktop
- Learning/communication landscapes
- Chat in business organizations

# **COLLABORATIVE WRITING**

# Writing Collaboratively

## Advantages

- ⦿ Greater knowledge base
- ⦿ Greater skills base
- ⦿ Better understanding of how audience will read
- ⦿ Group forms community (workplace social dynamics)

## Disadvantages:

- ⦿ May take more time
- ⦿ Groupthink – group promotes path of least resistance, so that good but controversial ideas get tossed aside and there is less critical thinking
- ⦿ Disjointed style or content – solution is to get common editor
- ⦿ Work load is usually inequitably distributed
- ⦿ Smaller role reduces motivation to work
- ⦿ Conflicts can create ill-will in group

# Writing Collaboratively

Forming

Storming

Norming

Conforming

# Collaborative Work – Meetings

## Setting the Agenda

- ⦿ Define task / deliverables.
- ⦿ Choose leader.
- ⦿ Delegate tasks to each group member.
  - Based on job specialty.
  - Based on stages of the writing process.
  - Based on section of the document.
- ⦿ Develop working procedures.
  - Meeting times.
  - How will meetings be run?
  - How to communicate among each other.
- ⦿ Develop conflict resolution procedures.
- ⦿ Agree on style sheet (e.g., headings, lists, level of formality, etc.).
- ⦿ Work schedule (milestones).
- ⦿ Procedures for evaluation.

# Collaborative Work – Meetings

## Conducting Meetings

- ① Arrive on time and notify leader if you are missing a meeting.
- ① Stick to the agenda; schedule another meeting if a major new item comes up.
- ① Record important decisions (secretary).
- ① Summarize accomplishments and make sure assignments are clear.

# Collaborative Work – Meetings

## Communicating Diplomatically

- ⦿ Listen carefully. Maintain eye contact. Listen for logic (not words). Think of questions to ask later. If you don't understand, ask for clarification.
- ⦿ Don't interrupt.
- ⦿ Let everyone speak.
- ⦿ Avoid personal remarks and insults. Be respectful.
- ⦿ Don't overstate your position ("I think" or "I feel.")
- ⦿ Don't get emotionally attached to your own ideas. Try to be understanding of opposing views.
- ⦿ Ask pertinent questions.
- ⦿ Pay attention to nonverbal communication.

# Collaborative Work – Meetings

## Critiquing Group Members' Drafts

- Be positive.
- Discuss larger issues first.
- Talk about the writing, not the writer.
- Relate to group document, not to group member's draft.

# Collaborative Work – Methodology

## Groupware | Communication Media

- ⦿ Comment, Revision, Highlighting Features of a word processor
  - Comment adds a cartoon balloon in the margin
  - Revision records deletions, revisions, added text
  - Highlighting
- ⦿ Using Email to send files
- ⦿ Groupware (Lotus Notes, MS NetMeeting)
  - Wiki
  - File sharing
  - Commenting (asynchronous discussions)
  - Announcements
  - Whiteboards
  - Videoconferencing

# Collaborative Work – Methodology

Discuss your strengths and weaknesses related to collaborative writing and work.

- What research and writing skills do you bring to the project?
- What research and writing skills do you need to work on?
- What are your time limitations?

# Collaborative Work – Methodology

Identify the roles and responsibilities for each group member.

- Who will be the “project facilitator” (keeping everyone on track, enforcing deadlines, etc.)?
- Who will research what?
- Who will be responsible for design and format?
- Who has good skills at developing charts, graphs, tables, and/or illustrations?
- Who will be responsible for putting it all together?

# Collaborative Work – Methodology

Research, pool your research, plan the organization.

- Begin research for your part of the project.
- All material should be researched and shared with the group by a certain date (at least four days before the project is due).
- Review all the research, then schedule time to discuss the research and plan how the project will be organized and executed.

# Collaborative Work – Methodology

Draft, review, revise, review, revise, review, edit.

- Each member should write his/her part of the project to be merged with others' parts.
- Then the group should review the whole product and provide suggestions for further research or clarification.
- Revise the document. Review again.
- A designated “editor” should revise the project so it reads as if it comes from one writer – ensuring style and tone are consistent, the mechanics are perfect, and the format is crisp and clear.
- Everyone should review the final document and provide any editing comments to the “editor.”
- Edit, review, submit!

# References

“Human Subjects Research Definition.” (2009). George Mason University’s Office of Research Subjects Protection

Mann, M. D. (n.d.). “The Ethics of Collecting and Processing Data and Publishing Results of Scientific Research.” Department of Physiology and Biophysics University of Nebraska Medical Center. Retrieved from [http://www.unmc.edu/ethics/data/data\\_int.htm](http://www.unmc.edu/ethics/data/data_int.htm)

Mason’s Office of Research Subjects Protection. (2009). Retrieved from <http://research.gmu.edu/ORSP/HumanSubjects.html>

“Plagiarism.” (2009). English Department, George Mason University. Retrieved August 8, 2009, from <http://composition.gmu.edu/faculty/policies/plagiarism.php>

Purdue University Online Writing Lab (OWL). (2009, Aug. 7). *APA Style and Formatting Guide*. Retrieved August 8, 2009, from <http://owl.english.purdue.edu/owl/resource/560/01/>

Purdue University Online Writing Lab (OWL). (2009, Apr. 29). *Quoting, Paraphrasing, and Summarizing*. Retrieved August 8, 2009, from <http://owl.english.purdue.edu/owl/resource/563/01/>

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U.S. Copyright Office. Copyright Law: Chapter 1 § 107. Retrieved August 8, 2009, from <http://www.copyright.gov/title17/92chap1.html#107>

“What is Intellectual Property?” (2009). United States Patent and Trademark Office. Retrieved August 8, 2009, from <http://www.uspto.gov/web/offices/ac/ahrpa/opa/museum/1intell.htm>